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FOLLOWING ROME 15608 SENT ACTION GENEVA INFO NAIROBI OTTAWA
PARIS VIENNA SECSTATE USUN SEP 23, 1977 REPEATED TO YOU QUOTE

UNCLAS ROME 15608

FODAG

PARIS FOR UNESCO

E.O. 11652: N/A

TAGS: FAO, EFIN

SUBJECT: GENEVA GROUP ROME'S REPORT ON FAO BUDGET ANALYSIS

SUMMARY. THE GENEVA GROUP ROME MET SEPTEMBER 23, 1977 TO
DISCUSS THE REPORT OF ITS FINANCIAL SUBGROUP ON THE "STANDARD
ANALYTICAL FRAMEWORK FOR PROGRAM AND BUDGET ANALYSIS" (SAFPBA).
THIS LATTER DOCUMENT IS THE RESULT OF THE GENEVA GROUP GENEVA'S
DISCUSSION OF THE SO-CALLED CANADIAN PAPER. LOCAL GENEVA GROUPS
WERE ASKED TO COMMENT ON THE CANADIAN PAPER, WHICH WE DID;
BUT SINCE THE CANADIAN PAPER HAS BEEN SUPERSEDED BY THE SAFPBA
DOCUMENT THE GENEVA GROUP ROME WISHED TO SUBMIT ITS VIEWS
SPECIFICALLY ON THE NEW PAPER, SAFPBA, TO GENEVA GROUP GENERAL
FOR THE GENEVA GROUP CONSULTATIVE LEVEL MEETING IN NEW YORK
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OCTOBER 6 AND 7. TEXT OF THE FINANCE SUBGROUP'S REPORT AS
APPROVED BY GENEVA GROUP ROME FOLLOWS. END SUMMARY

1. BEGIN TEXT. THE GENEVA GROUP OF ROME'S SUBGROUP
ON FINANCIAL MATTERS STUDIED THE "STANDARD ANALYTICAL FRAMEWORK
FOR PROGRAM AND BUDGET ANALYSIS" (SAFPBA AT THREE SESSIONS
ON AUGUST 25, SEPTEMBER 14, AND SEPTEMBER 19 AND REPORTED TO

THE GENEVA GROUP ON SEPTEMBER 23. THE SUBGROUP HAD CONSIDERED THE SUITABILITY OF THE SUGGESTED FORMAL AND AVAILABILITY OF THE REQUESTED INFORMATION AND COMPARED SAFBPA'S FORMAT TO THE FORMAT OF THE NEW FAO BUDGET WHICH HAS JUST BEEN PRESENTED, "THE DIRECTOR-GENERAL'S PROGRAM OF WORK AND BUDGET FOR 1978/79 (C 77/3)". THE GENEVA GROUP OF ROME REVIEWED ITS SUBGROUP'S REPORT AND FELT IT CONTAINED PRELIMINARY VIEWS THAT SHOULD BE TRANSMITTED BOTH TO THE GENEVA GROUP MEETING IN GENEVA AND FOR INFORMATION TO THE SPECIAL CONSULTATIVE LEVEL OF THE GENEVA GROUP MEETING IN NEW YORK ON OCTOBER 6, 1977 AS THE VIEWS OF THE GENEVA GROUP.

2. THE GENERAL APPROACH AND INFORMATION RECOMMENDED BY SAFBPA WAS USED LAST SPRING BY THIS GROUP IN REVIEWING THE FAO'S SUMMARY BUDGET. WE FOUND THE SAFBPA SUMMARY A GOOD GUIDELINE AND NOTE THE GENERAL, BASCI CALCULATIONS ARE CONTAINED IN THE FAO'S NEW BUDGET DOCUMENT. SOME OF THIS INFORMATION, HOWEVER, IS AVAILABLE ONLY IN WRITTEN EXPLANATION RATHER THAN HARD FIGURES WHICH CAN BE ADDED OR SUBTRACTED AND ALMOST NONE OF THE BACKUP DATA SUGGESTED IN ANNEXES A-F OF SAFBPA IS PROVIDED.

3. THE GROUP IN CONSIDERING THE MASS OF DETAIL REQUESTED IN THE SAFBPA ANNEXES NOTED THE FOLLOWING CONSIDERATIONS: (A) SOME OF THE MATERIAL IS NOT AVAILABLE TO THE FAO ITSELF, (B) SUCH ADDITIONAL INFORMATION WOULD HAVE TO BE MADE AVAILABLE TO ALL MEMBER STATES; (C) THE MAGNITUDE OF THE DETAILED INFORMATION-
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TION IF INCLUDED IN THE FAO'S REGULAR BUDGET DOCUMENT WOULD MAKE THIS DOCUMENT VERY DIFFICULT TO USE; AND (D) THE GREAT MAJORITY OF COUNTRIES WOULD HAVE NEITHER THE TIME NOR SKILL TO USE THIS INFORMATION EFFECTIVELY.

4. THE GROUP NOTES THAT THE MEMBER STATES SET GENERAL GOALS AND PROGRAMS--FOR EXAMPLE, NO REAL RESOURCE INCREASE, NO PERSONNEL INCREASE, A 2 PERCENT REAL RESOURCE INCREASE, OR WHATEVER, AS WELL AS SPECIFIC PROGRAM PRIORITIES. THEN THE PROGRAM AND FINANCE COMMITTEES OF THE FAO SHOULD VERIFY THAT THE FAO HAS COMPLIED WITH THESE OBJECTIVES. SINCE THESE COMMITTEES WILL, IF THE FAO CONFERENCE APPROVES THEIR RE-ORGANIZATION, HAVE BETTER REPRESENTATION OF GENEVA GROUP COUNTRIES UNDER NATIONAL INSTRUCTIONS, THESE COMMITTEES' REVIEWS SHOULD BE MORE RIGOROUS. THE INTERNAL AND EXTERNAL AUDITORS AND THE JOINT INSPECTION UNIT ADD USEFUL INFORMATION FOR MEMBER STATES TO CHECK THE FAO'S BUDGET. FURTHER, THE GENEVA GROUP ROME HAS AND MAY CONTINUE TO CHECK A PARTICULAR PROGRAM TO VERIFY THE STRINGENCY OF THE FAO BUDGET PROCESS.

5. CONCLUSIONS--THE GROUP AGREES THE SAFBPA STANDARD FRAMEWORK PROVIDES A USEFUL TOOL TOWARDS A COMMON REVIEW OF THE FAO

BUDGET. THE SAFPBA ANNEXES RAISE PROBLEMS AS THEY SUGGEST REQUESTING DETAILED INFORMATION IN SUPPORT OF THE PUBLISHED FAO BUDGET FIGURES BEYOND THAT WHICH THE GENEVA GROUP ROME CAN READILY OBTAIN OR EFFECTIVELY USE. THE GENEVA GROUP ROME HOPES THAT EACH INDIVIDUAL GENEVA GROUP WILL BE LEFT SUFFICIENT FLEXIBILITY TO APPLY THE SUGGESTED FORMAT IN THE MANNER BEST SUITED TO THE AGENCY CONCERNED.

6. ADDITIONAL ISSUES--OTHER. ISSUES NOTED BY THE GROUP ARE: (1) ACROSS-THE-BOARD CHECKING OF ALL FIGURES IN THE FAO BUDGET MAY WELL BE GETTING BEYOND THE ROLE OF THE MEMBER STATES IN THE BUDGET PROCESS. (2) NOTING FAO'S ATTEMPTS TO ZERO-BASE BUDGET, IS IT FEASIBLE TO RECALCULATE THE BASIC FIGURES INVOLVED IN ZERO-BASE BUDGETING FROM OUTSIDE AN UNCLASSIFIED

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AN ORGANIZATION OR IS IT AN INTERNAL TOOL OF MANAGEMENT? (3) PERSONNEL CEILINGS TO HOLD DOWN REAL GROWTH AND ENCOURAGE PRODUCTIVITY MAY WELL BE THE BEST WAY OF CONTROLLING THE FAO BUDGET. (4) ENUMERATING THE TEN PROGRAMS WITH THE HIGHEST PRIORITY AND THE TEN WITH THE LOWEST PRIORITY AS SUGGESTED IN SAFPBA ANNEX A WOULD BE A USEFUL EXERCISE, BUT WOULD HAVE TO BE REQUESTED BY THE FAO COUNCIL. END TEXT.

7. APPROVED BY U.S. CO-CHAIRMAN C. A. NORRED JR. AND U.K. CO-CHAIRMAN ARTHUR PRECKHMA. (REQUEST GENEVA PASS COPY TO U.K. CO-CHAIRMAN GENEVA GROUP GENERAL.). GARDNER UNQUOTE CHRISTOPHER

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